



**Town of Arlington, Massachusetts**  
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## **School Committee Meeting 11/15/2012**

### **Attachments:**

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Approved by Arlington School Committee, March 28, 2013

Arlington School Committee  
Regular School Committee Meeting  
Thursday, November 15, 2012  
6:30 p.m.  
Arlington High School  
School Committee Room – Sixth Floor  
869 Massachusetts Avenue  
Arlington, MA 02476

Present: Dr. Kirsi Allison-Ampe, Chair, Mr. Judson Pierce, Vice Chair, Ms. Leba Heigham, Secretary, Mr. Jeff Thielman, Ms. Cindy Starks, Mr. William Hayner and Mr. Paul Schlichtman.

Dr. Kathleen Bodie, Superintendent, Mr. Robert Spiegel, Human Resource Officer, Dr. Laura Chesson, Assistant Superintendent, Ms. Siobhan Foley, AEA Rep and Ms. Karen Fitzgerald, Administrative Assistant

Absent: Ms. Diane Johnson, Chief Financial Officer, Ms. Kathleen Lockyer, Interim Special Education Director, student and AAA representatives.

Ms. Foley exited the meeting at 9:16 p.m.

Mr. Pierce exited the meeting at 9:24 p.m. and returned at 9:26 p.m.

#### **Opening Remarks**

Kirsi Allison-Ampe, MD, acknowledged the art work of the Bishop and Thompson Elementary School students which is displayed in the School Committee Room for the month of November, by Art Teacher Deb Martin.

#### **Public Participation**

Ms. Jane Biondi of 51 Wyman Street, invited everyone to the Arlington Education Foundation Fundraiser at Fusion Taste, Monday, December 3, 2012 and invited Arlington teachers to apply for AEF grant money, and spoke of the benefits of professional development, after school programs and the AHS Dual Enrollment Program with Syracuse University to name a few programs they support.

#### **Syracuse University Dual Enrollment Program Update (SUPA)**

Dr. Bodie introduced Dr. Kerry Dunne, Director of K-12 Social Studies and High School Social Studies Teacher Ian MacKay who presented the Syracuse University Dual Enrollment Program update to the School Committee members tonight. Mr. MacKay, Adjunct Professor of Syracuse University taught the introduction to economics course, Economic Ideas and Issues to high school students for three college credits and had attended training over the summer, provided by the Arlington Education Foundation grant. Arlington High School seniors, Eric and Annie, students of Mr. MacKay, support the program, would like additional courses offered and said they like having college credits on their transcripts before being accepted into a college.

#### **Policies & Procedure**

Mr. Jud Pierce presented the following two policies for a second reading and for approval, JC Assignment of Student to Schools/Buffer Zones/Open Enrollment and JC-E Buffer Zones-Open Enrollment Guidelines.

Mr. Pierce moved to approve policy JC Assignment of Student to Schools/Buffer Zones/Open Enrollment, seconded by Mr. Thielman.

Voted: 7-0

Mr. Pierce moved to approve policy JC-E Buffer Zones-Open Enrollment Guidelines seconded by Mr. Thielman.

Voted: 7-0

Mr. Schlichtman and Dr. Bodie, thanked the Redistricting Committee and the community for their support of these two policies and the hard work involved with Redistricting.

Superintendent Evaluation per Policy CBI, Kathleen Bodie, Ed. D, Superintendent

The written evaluations from six of the seven School Committee members, Mr. Schlichtman, Mr. Hayner, Ms. Starks, Mr. Thielman, Mr. Pierce, and Dr. Allison-Ampe are attached. Ms. Heigham did not provide a written evaluation and some of her comments are provided below

Ms. Leba Heigham

#### 1. Committee-superintendent relations

Commendations – Dr. Bodie’s high point are keeping committee informed with phone calls and emails.

Recommendations- Echo other members comments, and said wishes committee members be made aware of certain issues and upcoming events in a timely manner.

#### 2. Educational-professional leadership

Commendations- Is proud of our professional development even with budget cuts in this area, we have vibrant teachers, and principals and commends Dr. Bodie.

Recommendations- Wishes Dr. Bodie to increase time at schools and do more walk through.

#### 3. General District Management

Commendations- Dr. Bodie should be commend on her efforts of training for teachers, and to have ELL Director attend School Committee meeting and provide update on strategies of school calendar, have teachers report they can take risks and how the data is collect for Individual Reading Program.

Recommendation- Dr. Bodie still has challenges on outreach with families with translation services and wants every household to have access to materials in their language and needs, should be the immediate focus.

#### 4. Personnel Management

Commendations- Dr. Bodie on her way she continues to structure her hiring team, input from parents, continues to impress new hires, likes how she has rewritten new jobs, and how she has provided opportunities when people need a path for employment or when Arlington Public School no longer is the right fit and working with Human Resources and other personnel.

Recommendation- Would like to see visioning of job titles and an organization details and chart to help attract additional candidates. It’s been a challenge for Superintendent to identify candidates to apply to Arlington in a competitive market, we need better mechanism, better candidates.

#### 5. Community & Public Relations

Commendations- Dr. Bodie on her town wide meetings, budget books early, and reflected on what people wanted, newsletters and the needs of the community with Kindergarten and Redistricting.

Recommendations- Would like Dr. Bodie to survey our community on new evaluation tool.

#### 6. Business and finance operations

Commendations- Removal of Kindergarten fees, stabilizing funds, and working with town committees and restricting of our budget.

Recommendations.- Would like a ten year plan on capital improvements and also education purchases and be in line with common core, and how we do more and long term projection, when they happen and when they have to happen by a list of priorities if a surplus.

#### Goal 1

Commendations, increased reading and writing, social emotional climate.

Recommendations – student math achievements at the middle school and push forward to address math, and recommends common assessments how do we allow for access to student learning and more communication to family members.

#### Goal 2

Commendations for power school, online newsletters, and superintendent newsletter and great improvement on communication.

Recommendation – non English speaking people on our website it hard to navigate on what people needs, would like it easier how parents can access information and more information should be provided. Would like to offer opportunities to show families how to use these tools.

#### Goal 3

Commendation – All the work done on the Thompson School Rebuild and technology that was brought in, and being proactive on security and protecting our investments. Promoting internal leadership in district.

Recommendation – to start Arlington High School Principal search and be assertive in hiring, and do more long term planning.

#### Summary Comments:

Ms. Heigham said Dr. Bodie is a glass half full person and she appreciates her gratitude and respect.

#### Superintendent Report

Dr. Bodie was proud to report on the Massachusetts Department of Elementary and Secondary Education Press Release dated for Tuesday, November 13, 2012 stated that Arlington was named to the 2012 AP Honor Roll. Dr. Bodie gave kudos to Evelyn De Rosa for her renewal of National Board Certification set by the National Board for Professional Teaching Standards and to the Mr. Ardito for the Art Exhibit of high school students and teachers. Mr. Bodie said multiple searches, focus groups and committees will be under way starting in January for Special Education Director, High School Principal and Dallin Principal positions. The committee wanted to be assured that we were going to recruit differently than we did last year, be competitive with salary since we had prior failed searches.

Dr. Chesson provided the committee with a Professional Development update. Dr. Bodie supports the Arlington Education Foundation fundraiser and encourages the School Committee to attend.

#### Update on Thompson Rebuild

Dr. Bodie said the Thompson School build is going quite well, and the Owners Project Manager is on top of it, and all students will be in the classroom starting, September 2013. Mr. Thielman said the campaign for to support the “Books for Bill” program which is to purchase library books to fill the new William Shea Library at the Thompson Elementary School.

#### Subcommittee & Liaison Reports

Budget, Ms. Starks will hold a Budget meeting on December 6, 2012 at 4:30 p.m.

Community Relations, Ms. Heigham has nothing.

Curriculum, Instruction & Assessment & Accountability, Mr. Thielman said the survey will be going out to parents on School Calendar for next year.

Facilities, Mr. Hayner said nothing now but will be holding a meeting soon.

Legal Services Review, Dr. Allison-Ampe, said they will hold a meeting on Tuesday, November 20, 2012 at 7:00 a.m. to review legal billing.

Dr. Allison-Ampe offered the following motion to revise School Committee meeting date.

Mr. Pierce moved that the School Committee change the date of the second meeting in November from November 29th 2012 to Tuesday, November 27th, 2012 at 7:00 p.m., seconded by Ms. Heigham.

Voted: 7-0

Dr. Allison-Ampe said the Town Manager would like the School Committee to appoint an interested School Committee member or resident to the Cultural Commission.

After the committee discussed the appointment to this commission, it was determined the Arlington Human Rights Commission would also like the School Committee to appoint two members to their committee, therefore, the School Committee will post to invite applicants to apply to both commissions for the appointments.

#### Consent Agenda

Mr. Hayner moved to approval of Warrant # 13059 Dated October 25, 2012, Total Warrant Amount \$608,222.92 and Minutes for Approval: September 27, 2012, and October 11, 2012, seconded by Ms. Heigham.

Voted: 7-0

#### Secretary's Report

Ms. Heigham reported on the following correspondence received:

- Letters:
  - o Copy of Letter to Parents, Guardians and Community Members from Kathleen Bodie, Ed.D. Superintendent of the Arlington Public Schools, dated October, 2012
  - o Letter regarding "The 25th Annual Observance honoring and remembering Dr. King" from Ian Jackson, Chair of the Martin Luther King, Jr. Birthday Observance Committee of Arlington, Massachusetts, dated October 25, 2012
  - o Special Memorandum regarding "Addition Resolution for Delegate Assembly Not Published in 2012 Delegate Manual" from Ann Marie Cugno, Secretary/Treasurer of MASC, and Glenn Koocher, Executive Director of MASC, dated October 31, 2012
  - o Memorandum regarding "Urgent: Cancellation of Further MCAS November Retest Make-up Testing Effective Immediately" from Mitchell D. Chester, Ed.D., Commissioner of Elementary and Secondary Education, dated November 12, 2012
  - o Press Release regarding "46 Massachusetts Public School Districts Named to the 2012 AP District Honor Roll" from the Massachusetts Department of Elementary and Secondary Education, dated November 13, 2012
- Emails:
  - o Email regarding "NEASC Visit Postponed" from Mary Villano, Interim Principal Arlington High School, dated October 27, 2012
  - o Email regarding "School Canceled on Monday" from Kathleen Bodie, Ed.D. Superintendent of the Arlington Public Schools, dated October 28, 2012
  - o Email regarding "the permission slip containing rules for the Arlington High School Junior Senior Semiformal" from Sarah Wunsch, Staff Attorney ACLU Foundation of Massachusetts, dated November 8, 2012
- Bracket School Newsletter, dated November 13, 2012
- MASC Bulletin, dated October, 2012
- Conference Log from William Hayner, dated November 15, 2012

#### Executive Session

Mr. Pierce moved to enter Executive Session at 9:47 p.m. to conduct strategy sessions in preparation for negotiations with union and/or nonunion personnel or contract negotiations with union and/or nonunion in which if held in an open meeting may have a detrimental effect and to conduct strategy with respect to collective bargaining or litigation, in which if held in an open meeting may have a detrimental effect, Collective bargaining may also be conducted and to vote the Memorandum of Understanding Cafeteria Workers and come out of Executive Session and vote in open session, seconded by Mr. Thielman.

Roll Call: unanimous

Voted: 7-0

Mr. Pierce moved to exit out of Executive Session at 9:49 p.m. seconded by Mr. Thielman.

Roll Call: unanimous  
Voted: 7-0

Mr. Pierce moved the Arlington School Committee to approve the Memorandum of Understanding between The Arlington School Committee and the American Federation of State, County and Municipal Employees Council 93, Local 680 AFL-CIO School Cafeteria Workers, dated September 2012, seconded by Mr. Hayner.

Roll Call: unanimous  
Voted: 7-0

Adjourn

Ms. Starks moved to adjourn at 9:55 p.m., seconded by Mr. Pierce.  
Voted: 7-0

Respectfully submitted by  
Karen M. Fitzgerald  
Administrative Assistant  
Arlington School Committee

The written evaluations from six of the seven School Committee members, Mr. Schlichtman, Mr. Hayner, Ms. Starks, Mr. Thielman, Mr. Pierce, and Dr. Allison-Ampe are attached. (below)

KAA Superintendent Evaluation November 15, 2012

#### Section I: Core Competencies

##### 1. Committee-superintendent relations

The Superintendent keeps the School Committee informed on issues, needs and the operation of the school system. S/he offers professional advice to the School Committee on items requiring School Committee action, with appropriate recommendations based on thorough study and analysis. The Superintendent maintains a professional working relationship with the School Committee, and interprets, supports and executes the intent of all School Committee policy and goals and objectives of and provides recommendations as requested.

##### Commendations

I commend the Superintendent on her hard work throughout the year for the Arlington Public School system and for the School Committee. I commend her regular attendance at SC Subcommittee meetings and her helpful participation. I also commend the Superintendent in her participation in the MASC/MASS/DESE Governance project. This has been a very useful exercise in clarifying the roles of the School Committee and the Superintendent, and working to bring us all to a different, higher, level of performance.

##### Recommendations

I feel there is room for improvement in the Administration's communications to the School Committee. As Chair, I have had several instances where members of the School Committee have inquired about current school happenings or actions they have been asked about by the public, and we have not yet been informed.

I also recommend closer attention to working with the Committee to fulfill the spirit of the School Committee objectives. One example of this is when the Committee moved to require the Administration to collect and discuss data about the number of students and other people in classrooms. This was done once, declared "unable to be released" because of perceived privacy issues, and dismissed. An improved approach would have been to work with SEPAC and/or the Special Education staff to look at whether these privacy issues are problems in fact, or if there is an acceptable work-around.

A second example is the information given about 2012 District Goals. Goal 1(b)(3) dictates that OMS make AYP in the aggregate and for all subgroups in Grades 6-8 for mathematics. The Completion notes states that "AYP is no longer required in Massachusetts." There is no discussion of sub-group performance, though in my opinion that was the point of the goal, even if the AYP standard was dropped.

The handling of the budget overrun in FY2010 was another example of this.

KAA Superintendent Evaluation November 15, 2012

## 2. Educational-professional leadership

The Superintendent is active in visualizing and analyzing new ideas, methods, and technologies. S/he demonstrates understanding of state and federal laws and Department of Education regulations. The Superintendent assures that a balanced program of professional development is provided to enhance curriculum, staff performance, and student learning. S/he inspires all staff to achieve the highest possible professional standards, and s/he assesses, designs, recommends and implements curriculum consistent with the mission and priorities of the Arlington Public Schools. The Superintendent understands and keeps informed about all aspects of state and national educational activities which have the potential for affecting the Arlington Public Schools. The Superintendent develops and implements educational and organizational strategies that are effective in meeting the needs of a diverse student body.

### Commendations

I commend the Superintendent on keeping herself well-informed about requirements of the state and national educational activities.

I commend her on the improvements to the Teacher mentoring program and also for the increases we have seen in the past year in grant monies to the district.

### Recommendations

I recommend that the Superintendent work to more clearly delineate what is her vision of the future for Arlington's schools. Even when requested by School Committee members or by Town Committees, there has not been a clear picture offered by the Superintendent or the School administration.

I also recommend that clearer attention be paid to populations for whom the current common communications do not work well, specifically people for whom English is not a first language, or families who do not have computers at home. It is very important that all families are receiving important information in a timely fashion and that they have a chance to make their voices heard.

KAA Superintendent Evaluation November 15, 2012

## 3. General District Management

The Superintendent makes a concerted effort to reach out to all cultural, racial and linguistic groups in the school system. S/he identifies opportunities to improve organization's performance and facilitates constructive change. The Superintendent provides an environment and culture where creativity, exchange of ideas, responsible risk taking and experimentation are shared, valued and practiced, and s/he maintains high standards of ethics, honesty and integrity.

### Commendations

I commend the Superintendent on the completion of the Corrective Action plan, which will help keep Arlington's Special Education improving delivery of services.

I also commend the Superintendent on bringing the Thompson School rebuilding project to fruition. There have been many hours of meetings, planning and financial discussions to get to this point.

### Recommendations

I recommend that as part of the Budget process, a prioritized list of potential expenditures for excess funds be created and approved by the School Committee. For this past year, I am concerned that although there was a need for IT infrastructure and equipment, that there were also needs for curriculae and/or building maintenance, which might have had higher priority to the School Committee.

I recommend continued attention paid to the Thompson project, to help ensure it comes in on time and within budget. The slow start was concerning, even if the contractors fault.

KAA Superintendent Evaluation November 15, 2012

## 4. Personnel Management

The Superintendent develops and oversees the execution of sound personnel procedures and practices, and applies procedures and techniques as required by contract and law in the supervision of staff. S/he clearly defines roles and

responsibilities of Central Office employees and other administrators. The Superintendent sets high, consistent expectations and standards for effective staff performance and holds every employee accountable for meeting them. S/he obtains input from parents, staff, and community groups when hiring key administrators (e.g., principals, Assistant Superintendents, etc). She works effectively with collective bargaining units to ensure high quality teaching and learning in our schools.

#### Commendations

I commend the Superintendent on her excellent relationship with the AEA and AAA collective bargaining units, a relationship that is built on trust and respect. I also commend the Superintendent on her part in negotiating contracts with both the AEA and AAA.

Also to be commended is the hiring of the new Stratton principal and the Assistant Superintendent.

#### Recommendations

I recommend that obtaining the best candidates for the positions of High School Principal and for Special Education Director be highest priority, and that the Superintendent clarify any additional assistance that is needed from the School Committee for this.

I recommend that there be clarity and accountability to insure that job evaluations occur for all APS employees, not just teachers and central office staff.

I recommend that, as School Committee has requested in the past, all high level appointments be requested in conjunction with information about how the new position fits into the big picture, and comparisons of old and new job descriptions and monetary compensation.

I also recommend better communication of the personnel needs of the School System to the public and to the School Committee. For example, it was the School Committee who suggested adding back a full-time Assistant Superintendent. We would have been better served with information along the way about what functions were not getting done and a big picture of how to fix it.

KAA Superintendent Evaluation November 15, 2012

#### 5. Community & Public Relations

The Superintendent strives to maintain community respect and support for the school system, promotes partnerships among parents, businesses, and other community agencies, and assesses the needs of parents and community members and involves them in decision-making. The Superintendent is an effective spokesperson for the school district, and s/he works effectively and cooperatively with other town leaders and agencies. S/he plans, initiates and carries out activities to inform community of the mission, goals and accomplishments of the system and responds effectively to identified problems of all groups and individuals

#### Commendations

I commend the Superintendent on the completion of the Redistricting Plan, a project which took many meetings and much work to bring to our table.

I also commend the Superintendent on the first Report to the Community, and for the Town Meeting Book, which won accolades from TM members and which was on their seats at the start of the session.

Finally, I commend the Superintendent on producing a regular newsletter for parents and other community members over the past year.

#### Recommendations

I recommend some changes if Redistricting occurs again in the future:

- Creation of a project timeline, correlating important dates with SC meetings, so that there is sufficient time for decisions at the end without special meetings
- Better communication to the entire Arlington community (not just parents) to ensure understanding of the process and goals

- Better attention to details like the redistricting map that was produced and disseminated that included information that violated student privacy.

To better inform our parents and public, I recommend that the district goal information on the website be written from a parent's point of view, including some of the smaller details that would be of interest.

## 6. Business and finance operations

The Superintendent effectively plans for all the financial needs of the school system including programs, staff, facilities, equipment and supplies. S/he controls expenditures with a high degree of efficiency, within budget limitations, and obtains maximum return of investment. The Superintendent, either individually or through a member of his or her staff provides clear, concise presentation and explanation of the budget and budget process. S/he informs the School Committee of the budgetary implications of administrative decisions in a timely manner. The Superintendent and her staff keep the School Committee informed of the district's financial status and budgetary implications of administrative decisions in a timely manner. The Superintendent oversees the development and execution of procedures to assure the safe and orderly maintenance of all facilities. S/he communicates with school building committees and effectively manages all school-related capital projects.

### Commendations

I commend the Superintendent on several financial and business related items.

First, for having the DESE close-of-year information done on time.

Second, for the detailed budget book produced for the School Committee and Finance Committee, as well as the Town meeting book.

Third, for the HVAC grant for the High School, allowing system upgrades that will save money and improve efficiency.

### Recommendations

I strongly recommend that the Superintendent create and disseminate a long-range plan for the School System for finances, enrollment and facilities. This plan also needs to have community input. There are many decisions that will need to be made over the next few years by the Schools and by the Town. Without a long-range plan, fleshed out with actual numbers and ideas, we are at a significant disadvantage for making appropriate decisions at the right time. There are significant implications for impacts to student performance because of the possibility of substandard or overcrowded facilities, inability to fund new programs, etc.

The School Committee has been asking for future planning for years; it is time for it to get done.

KAA Superintendent Evaluation November 15, 2012

## Section II: Major District Goals

### Major District Goal 1:

1. Ensure all Arlington students are well prepared for academics, social, emotional, and vocational success in the 21st century.

- a. Increase achievement in Reading K-8.
- b. Increase student achievement in Mathematics K-8
- c. Increase student achievement in Writing K-12
- d. Improve student achievement in Science content and process skills and increase student awareness of opportunities in STEM fields K-12.
- e. Improve student achievement in World Languages
- f. Expand common assessments in all subjects Gr. 6-12 to provide consistency of instruction and to improve student outcomes.
- g. Improve the social/emotional climate in all schools,
- h. Increase Overall Achievement of AHS students.
- i. The District will implement the DESE approved Corrective Action Plan (CAP in response to the Coordinated Program Review (CPR) for Special Education, English Learner Education, and Civil Rights.
- j. The elementary school nurses will teach the following lessons from the Great Body Shop curriculum: a.) Illness Prevention b.) Growth and Development c.) Drug & Alcohol

### Commendations

I commend the Superintendent on the continued high level of performance by Arlington students on the MCAS exam. I also commend the Superintendent on the excellent performance by our high school students on the AP exams, I also commend the Superintendent on her work on the new evaluation system and creating goals that will more clearly direct energies toward improving student performance.



## Recommendations

I recommend that closer attention be made to looking at student performance by subgroup, and to decreasing the achievement gap seen in many of our high-needs populations.

I recommend that attention be paid to the Senior Capstone projects, how they are being managed, and whether this is an appropriate vehicle for student achievement.

KAA Superintendent Evaluation November 15,2012

### Major District Goal 2:

2. Expand systems for increased communication and collaboration across the district.

- a. Improve communication between the schools and parents. ;
- b. Special Education Department will increase the methods and frequency of j communication to parents through SEP AC, PTO, and building-based meetings. i
- c. Improve communication between the district and the community.
- d. Improve internal professional communication among schools, departments, and other groups.

#### Commendations

I commend the Superintendent for her newsletter, as already mentioned, and on the ACMi series of programs on the schools.

#### Recommendations

I recommend that the Superintendent clarify how parents without computer access or who speak a different language are receiving communications and information.

I recommend that the Special Education Department conduct a communication survey, as had been described in the 2012 goals, and discuss the results with the School Committee.

I recommend that the Special Education website be revised and updated, also as stated in the 2012 goals.

KAA Superintendent Evaluation November 15,2012

### Major District Goal 3:

3. Provide the tools, infrastructure and systems to support district initiatives and learning environments.

- a. Expand and implement technology tools for 21st century teaching and learning and continue to implement the Technology Plan.
- b. Develop systems to improve administrative systems that are more efficient, clear and timely.
- c. Complete construction drawings and bid documents for new Thompson Elementary School to begin construction in spring 2012.
- d. Develop redistricting plan for implementation in the 2013-2014 school year.
- e. Research, develop and staff a Leadership Model for Special Education.
- f. Improve efficiency and develop capacity in Central Office functions,
- g. Hire a new High School Principal to begin July 1,2012.
- h. Develop a long-term capital maintenance plan for school buildings, i. Develop a plan for the improvement of secondary education facilities.

#### Commendations

I commend the Superintendent on the DESE grant and iPad pilots which have enriched our Special Education department's abilities.

#### Recommendations j

I recommend that a overall plan for facilities be developed as soon as possible. To delay decision-making based on Minuteman places the High School in a poor and unprepared

position.

I am also concerned about the Goal's description of decision-making for Ottoson. The description states a need to work out "bubble vs trend." However, there continues to be : significant student movement out of OMS—10% decrease in enrollment from grade 5 to 6, and further decreases at other grades. I feel it is as important, if not more so, to be figuring out why this is happening, and make it stop. Yet this question has not surfaced thus far in the Administration's OMS discussion.

KAA Superintendent Evaluation November 15, 2012

### Section III: Summary Comments

#### 1. Summary Commendations and Recommendations

Please provide additional commendations and recommendations and summary comments below:

##### Commendations

The Superintendent is a very hard worker who has maintained excellent relations with her staff. The achievement of contracts with both the AEA and AAA is to be commended, as are the completion of the Redistricting Plan and the start of the Thompson School rebuild.

##### Recommendations

I recommend that the Superintendent continue this collaborative relationship with the staff, especially as the new teacher evaluation method moves forward. But I also suggest adding strong leadership in several areas. First, the Arlington School System is in great need of detailed plans for its future, with estimates for finances, facilities and enrollment, and then community input about the plans, Second, the full utility of the new testing information available (statistics on student growth, subgroup analysis, creation of new common assessments, etc) needs to be accessed to help enable all our students to grow to their highest potential. By clarifying where there are needs for additional resources or other approaches, we can help more children achieve their best. Third, we need to be sure that all new initiatives are being appropriately deployed, and that their results adequately evaluated.

Summary Comments ? ^ ^-^-(above) ^^^V

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Judson Pierce November 15, 2012  
Superintendent Evaluation

### Section 1 Core Competencies

1. Committee-Superintendent relations. Dr. Bodie's emails, open door policy, and phone calls keep me informed on issues, needs and the operation of the school system. She offers professional advice to the School Committee on items requiring SC action, with appropriate recommendations based on thorough study and analysis. She maintains a professional working relationship with the SC and interprets, supports, and executes the intent of all SC policy and goals and objectives and provides recommendations as requested. She is an active participant in our Board Governance project offered by the MASC/MASS/DESE, and collaborated with us on the goal setting process and other school district initiatives.

Commendations-Dr. Bodie knows the importance of team and that it takes many to run an effective school department. She keeps us informed as to new hires and their backgrounds and why she came to the decision to hire that person. She works with us and she works with her staff to create and foster a better environment for our students. She attends almost all subcommittee meetings and advises us.

Recommendations: Sadly, news comes to us slower than optimal. As for a few recent examples, I did not feel fully informed about the new nutrition guidelines that were being implemented at the start of the 2012-2013 year until parents voiced concerns about why there were stricter rules put into place than the state had mandated. Another example of this was during the two days that were called due to Superstorm Sandy, I feel that the School Committee was not made aware of the cancellations, particularly day 2, until later than optimal. Indeed I was told of the cancellation by some parents. More timely communication whether it be accomplished by blast email or rapid phone calls needs to happen as this will foster better checks and balances so that potential mistakes are reduced or

eliminated entirely.

## 2. Educational-professional leadership

### Commendations:

Dr. Bodie takes an active role in analyzing new ideas, methods and technologies. She is well versed in the myriad of changes taking place with the implementation of the Common Core and the new teacher evaluation system.

I am pleased that Arlington is a high achieving district with moderate to very high student growth. Just this week I was so happy to learn that Arlington High School has been named to the College Board AP

2012 District Honor Roll for expanding access to Advanced Placement (AP) curriculum and maintaining or improving the percent of students scoring 3 or higher. A large part of this is due to the excellence of our staff and dedication and hard work of our students and their parents/guardians but also the hiring practices of our central administration and the leadership of our Superintendent.

Dr. Bodie is committed to a balanced program of professional development and I was pleased to see that this year there are more professional development offerings for our instructors such as topics on 51A, FERPA and bullying as well as out of district programs and conferences. It is worth noting that all of our teachers participated in Professional Learning Community teams (aka CLTs) and these are useful in improving student achievement because student data is analyzed and shared and improvements can be made.

Dr. Bodie recognized that educational equity across the district was being compromised and would further be at risk unless there was a comprehensive redistricting plan put into effect. While she could have conducted this process similar to how Winchester did theirs, by hiring an outside firm and leaving the public component out of the process, she chose another and more appropriate for Arlington tact: She recommended a redistricting advisory committee which included stakeholders from around the town. This Committee met frequently and looked at many pieces of data to develop a comprehensive map that will serve Arlington's educational needs going forward. Dr. Bodie showed that true leadership consists of not only standing by one's principles but by being able to change an initial position when more information was known. For example, while at first Dr. Bodie seemed firm on her desire to not allow grandfathering (only 5th graders) there were several folks on and off the committee who were adamant that grandfathering was necessary. Dr. Bodie, with time and more statistical and anecdotal data, came to the same conclusion and from there the committee really worked well as a cohesive group. Our Superintendent worked very hard - putting in many hours and did a good job listening to the various concerns of the committee, parents, homeowners, etc... Dr. Bodie seemed genuinely concerned with finding the right long term solution. There were, of course, some errors along the way such as when the initial map which pin-pointed each special education household was released. But more safeguards were put into place such as a FERPA overview for all teachers and implementation of all the SPED confidentiality related improvements listed in the Coordinated Program Review and a strong policy on redistricting came from the lessons we have learned and from valuable stakeholder input.

Recommendation: the additional professional development days has caused a stop and start feel to our 2012-2013 school calendar. We should take a look at creating a more steady school calendar for coming years and maybe less early release days that break up the week for students.

Regarding redistricting, I would have liked for more outreach to the community as to when the redistricting meetings were and how the public could make comment. Unfortunately reporting on it at our meetings was not enough and some in our community felt left out of the process or only notified of it when it was late in the process, I would also like for our Superintendent to be at our schools a bit more than in the past, especially now that we have a full time Assistant Superintendent. This will give her more insights in what is working and what needs to be worked on and will allow the principals in each of our schools more time to get to know the Superintendent and time to ask her their questions.

## 3) General District Management

Commendations: Dr. Bodie's leadership has enabled the new Thompson School project to begin construction as well as brought significant Stratton improvements. On time submissions to the DESE of the Corrective Action Plan. Dr. Bodie with Ms. Johnson helped move forward some improvements to the Bishop school infrastructure where there was evidence of corrosion and holes in the foundation.

Recommendations: I'd like to see Dr. Bodie be more proactive in articulating a facilities maintenance and improvement plan, perhaps assembling a committee of stakeholders to regularly study our infrastructure and make recommendations to our budget team at the school and town levels. Too often we are being reactive, instead of proactive, to safety and health conditions in our schools. For example the Bishop situation earlier this school year and the ongoing concern that some of the bathrooms in our schools need serious help and work.

## 4) Personnel Management:

Commendations:

3 year contracts were settled with the AEA and AAA. Great new hires such as our new Math Director Mr. Coleman, Dr. Woods our new interim principal at the Dallin, our new Metco Director, Margaret Credle Thomas, and our new principal Mr. Hanna at the Stratton Elementary School.

Recommendations:

I would like to see a renewed and stronger effort made in obtaining input from all stakeholders including parents, staff and community groups when hiring key administrators. A survey would be a good way of obtaining this feedback. I am disappointed in our failed searches for the high school principal and the SPED Director. My concern is that having finalists and then concluding the search as failed may have an adverse impact on future searches.

I would like to see more success in our minority hiring and more reporting on this topic.

Not that this is always a bad thing to do but I notice a tendency of hiring those who share the same views, experiences and knowledge as our Superintendent. For example, Dr. Bodie has a wealth of experience in the area of mathematics and an experienced practitioner in that same area was hired to be your Assistant. It is likely human nature to want to build a team with the same core values and knowledge as this would make the work easier to accomplish and the goals easier to reach. But I think that this should be tempered with the philosophy that one should surround themselves with people who will challenge them and not regularly say "yes, I agree with you". I believe if Dr. Bodie wants to become even a greater leader, she would do well to surround herself with those who know things that

she does not know. This will help you Dr. Bodie and ultimately the district become much more well-rounded, I would like to see this philosophy carried out.

Regarding evaluations, I would like for you to check with MASS, MASC and or legal to determine if you can evaluate the principals and central office administrators in a November to November cycle. It might be a school year cycle only as is the case with the educators.

5) Community & Public Relations:

Commendations: I am pleased that Dr. Bodie enhanced the newsletters and sent them out more frequently. I thought the Report to the Community 2012 piece was well done. She handled well a very difficult process of redistricting and allowed for public input into the final decision. Dr. Bodie does invest a lot of time in attending meetings such as the monthly Town Manager's Department Head meetings to maintain a strong and positive working relationship with all town department. She is very visible in our community at various school events.

Recommendations: you need to come up with a process or a system about how to get back to people in a timely and efficient manner. With all of those individual requests in a way that people feel heard. How many calls do you receive in a day from people? Behind every request is a concerned parent. However you cannot answer everyone immediately. Parents need a framework with when they can expect to hear back from you. Or your assistant or a delegate can call back immediately and say you will get a response it will take x amount of time, so that parents are not just talking they're actually being heard. While the newsletters are good and frequency of updates is slowly getting better, I think more needs to be done here with tailoring the newsletters to have maximum effect for the reader. I would respectfully recommend to take a page out of Mr. Hanna's playbook: he's shown himself to be a master at electronic communications through the website and his many tweets on twitter. Sometimes a few timely tweets have more effect and give more information quicker than does a 5 page single spaced newsletter every few months.

To have better communication with SEPAC. There has not been enough outreach from Dr. Bodie on matters related to SEPAC, collaboration, curriculum and instruction, policies, planning or programming, developing a SEPAC email group or web page modifications (two items that were promised in Sept 2011), nor has there been any additional information regarding the details or timeline for the Sped Director search committee or the final implementation or follow up to the Corrective Action Plan. SEPAC also had no specific follow up as to the development of a 504 manual for the district. There has been one SEPAC meeting so far this year, which was a SPED meet and greet with Interim Director Kathleen Lockyer and some of her staff in late September. It does not seem as though the Motion for Dr. Bodie to communicate and collaborate with SEPAC has been fully carried out.

6) Business and Finance Operations

Commendations:

Updating job descriptions. Production and completion of job manuals for each secretarial/assistant position in the Central Office. Realization of savings in special education out of district expenses and the \$500,000.00 transfer of those savings to a stabilization fund which will protect the general education budget from unexpected special education costs.

#### Recommendations:

Update on changes based on the MASBO Financial Operations Review of October 2010. Where were we, where are we, where are we going? For example, where are we right now with respect to staff training with Munis? Does the CFO meet with the Interim SPED Director on a regular basis to review the budget and can we get informed of any current or possible prospective additions to the budget. I'd like to hear more updates at our meetings from Ms. Johnson because questions flow from those meetings and presentations and sometimes those questions cannot come if there is no in person meeting.

It was disappointing to know that registration of Kindergarten students did not go as well or smoothly as we would have liked. I know there is a move to central registration, this is a good thing, but it did not work well last spring making it hard to determine what kids were enrolling, coming back to school because of off-site registration.

#### Section II-Major District Goals

Goal 1: Ensure all Arlington students are well prepared for academics, social, emotional, and vocational success in the 21st century.

Commendations: I am particularly pleased with the growth in Grade 3 and Grade 5 students meeting grade level benchmark on the DRA. We seem to be on pace with aligning our ELA and Math and writing curriculum to the Common Core with goal to completion in September 2013. We met our goal of establishing three common writing assessments to be administered in Grades 6-8 and we implemented the Calkins writing program in Grades 4 and 5. Improvements were made in student achievement in Science content and process skills and we increased student awareness of opportunities in STEM fields K-12.

Recommendations: We fell short of our goals in increasing student Advanced and Proficient scores on Math MCAS in Grades 3-5 so I'd like to see more budgeted for Math RTI. I'd like to hear more about our Symphony Math program and how that will improve students comprehension. I am concerned about our testing results for our 6th and 7th graders in the area of Math. I believe the hiring of Mr. Coleman will help improve our kids' chances of excelling in this area. We also fell short of our goal in Grade 8 Science MCAS advanced scores, we saw a 6% decrease from 2011. I'd like to find out from the administration what we can do about this. I am also concerned about our kids social and emotional growth. We do not want to forget about this with all the rigors and requirements of testing and assessments.

Goal 2: Expand systems for increased communication and collaboration across the district.

a) improve communication between the schools and parents.

Commendation: all schools now use the Alert Now Attendance and all parents/guardians have the ability to have a log in password for utilization of Power School Parent Portal. Recommendation: much more can be done here. Please be more direct and clear with parents with respect to timeframes and answers to questions they have. Here's a way: Engage a task force to determine ways for parents to communicate directly with teachers and support staff in schools to make sure that all students are learning and their emotional and social climates are supported. There is some perception that decisions are made at the highest level in a vacuum -when there is a question about change or new direction in policy the community should always be involved. Always remember the human connections and don't be afraid to show your compassionate side - think like a parent as well as an administrator. Let folks know you heard them and have incorporated their thoughts into your decision making process.

b) Special Education Department will increase the methods and frequency of communication to parents through SEPAC, PTO and building-based meetings. Recommendation: we did not realize the goal of having our special education website revised and updated. We should have advertising of SEPAC in our schools so that parents can know about the organization more easily and how to join (banners up at the schools for example) Dr. Bodie should attend more meetings of SEPAC.

Goal 3: Provide the tools, infrastructure and systems to support district initiatives and learning environments.

a) expand and implement technology tools for 21st century teaching and learning and continue to implement the Technology Plan.

Commendations: Increased technology hardware and wireless access in common areas of AHS and OMS as well as Grades 7 and 8 wing of OMS by the end of the first semester to improve the tools for 21st century learning. Ipad pilots implemented in special education classrooms at all levels. Recommendations: Hire a permanent principal at the AHS and a Director of Special Education. Do not defer a plan on the OMS or a Statement of Interest(SOI) for the AHS, we must plan for our own future and not wait and see what Minuteman does.

#### Section III- Summary Comments

As I said last year at this time, Dr. Bodie handles herself with dignity and grace even during some of the most trying of times. She is constantly working and is very visible in the community. I believe she is becoming a better Superintendent and the data and results of our students' achievement in all areas speak for themselves. She has knowledge and experience that is useful for this district in our pursuit for a better school system for our children. She is constantly involved in continuing education, learning and attending conferences and EDCO roundtables and DESE

sponsored conferences,

On the subject of Communication: Sometimes Superintendents tell us things we do not want to hear or think about. They tell us the tough news as well as the good news, But it is sometimes the way you deliver the news that matters most to people. Folks in the community want to know that our resources are being well spent (they are), that our kids are learning and safe (they are) and that when things are decided the reasons are explained and there are no communication breakdowns. We live in the information-age! This should not be our weakness. Our information must be easily accessible and presented in various formats. Better ways to communicate information is also important so that people are not made to feel talked down to (we can do better here).

On the subject of Action vs. Reaction: I believe we need to be more pro-active than reactive. Our schools need work, have needed serious work, and we are simply lagging behind here. Also we need to be pro-active in getting information about our kids to their parents and guardians. Many days go by that parents simply do not know what is going on in the schools and with their children. We cannot rely on our kids to tell us what is going on. We need more from our teachers and our leaders in the school district. Is it a function of having too many students in any one class for a teacher to be fully understanding of each child's learning style and social and emotional climate? I do not know but I'd like to have more study done on this, you should lead this effort.

I believe that Dr. Bodie is working towards her goals, completing some and not realizing others as fully. There have been successes: My deepest appreciation to you and our town in the complicated third rail of politics issue of re-districting. There is hope for a better tomorrow. I believe Dr. Bodie is excited and committed about tackling our new Overarching and Smart Goals. I would be so excited to learn that there was a plan in place for better communication with our stakeholders. People won't always agree but they'll respect you when you've taken the time to listen, to get back to them promptly, to understand and know that there will be times that you will perhaps arrive at a decision that might not be what everyone wants but is important for educational equity throughout the town. I believe in consensus building. That is what I'd like to see more of here. When mistakes happen, and they will, I think that you have shown a better job of owning up to the responsibility you have. It is truly okay to admit you got it wrong and have learned from the mistake. People understand that. There are many different views on how to effectively run our district, I am happy with Dr. Bodie's view of 21st century education for all of Arlington's children. She has a very difficult job and there are never enough hours in the day to put out all the fires. Dr. Bodie continues to put forth her best effort and has the best interests of the students in mind.

## Policy CBI-E - Evaluation of Dr. Kathleen/Bodie Jeff Thielman, November 15, 2012

### 1. Committee-Superintendent Relations

#### a. Commendations

- i. The Superintendent has done a very good job of keeping the School Committee informed of issues facing the schools. I've never felt out of the loop on any major issue,
- ii. Her recommendations on policy issues are based on thorough analysis and study. The policy recommendations she made regarding redistricting are a good example of a policy that was thought through carefully with considerable input from the community before the School Committee took action.
- iii. Dr. Bodie executes well and carefully the goals and policies of the School Committee. She has participated actively in the governance project, attends nearly all subcommittee meetings, and is very conscious about meeting our requests and deadlines.
- iv. She is responsive to all requests and treats us all equally. She responds quickly to phone calls, emails, etc.
- v. As a former School Committee member herself, I've always felt she understands our need for information and our need to keep the public informed of issues in our schools.

#### b. Recommendations

- i. I would like to see presentations to the School Committee in which the district leadership talks directly to a problem it is trying to resolve. For example, we 13.5% of our students not reading at grade level by grade 3. There is a lot being done to address this through Tier III level reading support. I think it would be healthy to have a discussion on this or on any other challenge we are facing.

### 2. Educational-Professional Leadership

#### a. Commendations

- i. We have a Superintendent who earned her doctorate in education within the last five years and consequently is very current with trends and changes in education. She is aware of new ideas, methods, and technologies and is someone who challenges her staff to think about new and better ways of delivering education to our students. Her ability to stay current with developments in the field of education is a tremendous bonus to the district, ii. She stays current by attending professional development conferences sponsored by EDCO and the Massachusetts Association of School

### I 13. General District Management

#### a. Commendations

- i. Successfully managed the Thompson School Building project. While we are not there yet, many people were skeptical that a building could be done and ready for school in September of 2013. We are on target to achieve this goal.
- ii. From meetings with her administrative team, it is clear that she leads in a highly collaborative way. People on her team take responsibility for their goals and objectives, there is a culture of accountability, and it's clear that there is a healthy dialogue and a lot of listening to one another on the administrative team.
- iii. By all accounts, Kathy is a very good manager. Principals and department heads indicate that Kathy is a good listener, appreciates the challenges they face, and is supportive. They like working with and for her.
- iv. I applaud Kathy for taking the initiative to accelerate the technology plan by installing wireless internet in all APS schools, piloting mobile carts of iPads, LCD projectors and additional laptop carts at OMS.
- v. Arlington does good work with limited resources. Kathy has helped foster a culture in which the district's leadership is always looking for new sources of funding such as grants and is maximizing the resources we have. Our cost per student is just below the state average and we deliver better results than most districts in the state. That speaks to a well-managed district.

#### b. Recommendations

- i. Increased time in classrooms - the goal of doing at least two learning walks per school per year is a good one. It sets the right tone for the district.
- ii. Going forward, I would like to learn about what is being done differently as a result of the new goals. Are discussions taking place within the Superintendent's cabinet about new approaches as a result of these goals?

### 4. Personnel Management

#### a. Commendations

- i. Successfully negotiated three-year contracts with the AEA and AAA. We avoided the acrimonious negotiations of recent years through a very collaborative process. This was due in large part to Kathy's very positive relationship with faculty and staff.
- ii. Hired Stratton Principal, new Superintendent of Curriculum and Instruction
- iii. Hired new METCO director and K-12 Math Director

#### b. Recommendations

- i. AHS Principal and permanent Director of Special Education need to be found -glad to see that they jobs are posted. Network with other superintendents and educators to identify potential candidates for both positions, ii. Back to my theme - Superintendent needs to say the district has come a long way, we've had many successes, but we still have work to do to improve
- iv. Anti-bullying professional development appears to be very comprehensive, and it appears that reported incidents of bullying in elementary and middle school are down, v. Increase participation in PSATs to sophomores and juniors is very positive, vi. Implementation of common assessments (goal 1 f) at the high school is very positive.

#### b. Recommendations

- i. Would like to see us meet the goal of 88% of students meeting grade level benchmark on the DRA in reading. ii. Math - 5th grade MCAS scores are unchanged, and the growth scores in 6th and 7th grade math indicate serious concerns. I'm very happy to hear that the new Math Director is addressing this and that there is targeted professional development for teachers in these grade levels.

### 8. Goal 2 - Expand systems for increased communication and collaboration across the district

#### a. Commendations

- i. Communication between the district and parents has improved. Parents are able to access the Power School parent portal, and Alert Now attendance is in all schools, ii. Presence on ACMI has been very positive for the district. Superintendent is visible and often seen in the schools.

#### b. Recommendations

- i. See comment above about increased learning walks by the Superintendent.

### 9. Goal 3 - Provide the tools, infrastructure, an systems to support district initiatives and learning

environments.

- a. Commendations
  - i. Expansion of technology (described above)
  - ii. Redistricting plan developed and approved, ready to go by the opening of the Thompson School in September of 2013
  - iii. Progress made on Thompson project
- b. Recommendations
  - i. Need to develop a capital improvement plan for OMS and AHS

Superintendent Evaluation  
Presented by William J. Hayner  
On November 15, 2015  
November, 2011 - November, 2012

As I stated last year, there are items in the Core Competencies areas of the Superintendent's Evaluation tool that are not measurable in an objective manner. This will not be an issue in the future with the new evaluation tool. My evaluation will be in response to those areas that I believe are measurable.

#### Section I: Core Competencies

##### Committee-superintendent relations

The Superintendent keeps the School Committee informed on issues, needs and the operation of the school system. S/he offers professional advice to the School Committee on items requiring School Committee action, with appropriate recommendations based on thorough study and analysis. The Superintendent maintains a professional working relationship with the School Committee, and interprets, supports and executes the intent of all School Committee policy and goals and objectives of and provides recommendations as requested.

##### Commendations:

I accept and commend the Superintendent on the comments she has provided the Committee. (See below)  
As Superintendent, I have ensured to the best of my ability the application of District policies and the execution of Committee directives. The views and priorities of the Committee are conveyed accurately to the Administrative Team and in reverse as well.  
I feel that I have a very good working relationship with the current Chair, as well as having had one with the previous two Chairs.  
Committee members are regularly informed about District news and provided with information sent to me by outside organizations, including MASS and DESE.  
Last year, I attended almost all of the School Committee Subcommittee meetings.  
As a team, we jointly participated in the MASC/MASS/DESE sponsored School Governance Program.  
In the area of Professional Advice to the Committee, I feel that the superintendent continues to do a superb job providing information and additional resources to all of us.

##### Recommendations:

There have been several times during the year when the Committee was informed of an issue after the public received the information. It is important that the Superintendent make a concerted effort to inform the Committee as soon as becoming aware so that we (the Committee members) are able to respond in a pro-active manner

##### Educational-professional leadership

The Superintendent is active in visualizing and analyzing new ideas, methods, and technologies. S/he demonstrates understanding of state and federal laws and Department of Education regulations. The Superintendent assures that a balanced program of professional development is provided to enhance curriculum, staff performance, and student learning. S/he inspires all staff to achieve the highest possible professional standards, and s/he assesses, designs, recommends and implements curriculum consistent with the mission and priorities of the Arlington Public Schools. The Superintendent understands and keeps informed about all aspects of state and national educational activities which have the potential for affecting the Arlington Public Schools. The Superintendent develops and implements educational and organizational strategies that are effective in meeting the needs of a diverse student body.

##### Commendations:

I commend the Superintendent and the entire APS staff on their work that has resulted in continued progress in MCAS achievement.

I would like to take this time to acknowledge all the material that the Superintendent provided the Committee that makes me proud to be part of this



organization. \*<

I commend the Superintendent, being involved in local and national education programs, she has maintained a high level of educational knowledge that she shared with the Committee and staff.

#### Recommendations:

The seventh grade math program continues to be an area of concern. It is my hope that with a new Director of Mathematics and additional support these issues will be resolved.

#### General District Management

The Superintendent makes a concerted effort to reach out to all cultural, racial and linguistic groups in the school system. S/he identifies opportunities to improve organization's performance and facilitates constructive change. The Superintendent provides an environment and culture where creativity, exchange of ideas, responsible risk taking and experimentation are shared, valued and practiced, and s/he maintains high standards of ethics, honesty and integrity. During the course of the year, the new Thompson project moved from the schematic drawing stage to the beginning of construction in April. During 2011-2012, my role included

- Chairing the Thompson School Building Committee (TSBC), which met bi-monthly? Meeting with the MSBA.

Meeting or communicating with the architect, owner's project manager, and principal to prepare for the bi-monthly TBSC meetings.

Corrective Action Plan (CAP) was submitted to DESE on August 1, meeting the deadline for submission. All APS actions were completed. The only remaining actions involved DESE's inspection of signage changes at Dallin and a room change at AHS. The inspection occurred in early October, 2012. The Civil Rights CAP was also submitted on-time to DESE.

Due to energy and overtime savings from a mild winter, the infrastructure goals outlined in The Technology Plan were able to be accelerated. The technology infrastructure changes included:

- Wireless internet was installed in all APS schools.
- Mobile carts of 30 iPads purchased to be piloted at Stratton, Bishop, Hardy and Thompson. The choice of schools was based on the school's limited availability or no access to computer labs,
- LCD projectors purchased bringing the district much closer to the goal of having a projector in every classroom.
- Additional laptop carts purchased for OMS,

#### Commendations:

The superintendent and staff are to be commended for the move and start of the new school year in three different schools.

The Superintendent's initiatives in technology have provided wider opportunities for our students, teachers.

#### Recommendations:

Building maintenance problems, especially those regarding health and safety, need for to be resolved before they become an issue. This may require a review of how instances are reported and how the maintenance staff responds to them

#### Personnel Management

The Superintendent develops and oversees the execution of sound personnel procedures and practices, and applies procedures and techniques as required by contract and law in the supervision of staff. S/he clearly defines roles and responsibilities of Central Office employees and other administrators. The Superintendent sets high, consistent expectations and standards for effective staff performance and holds every employee accountable for meeting them. S/he obtains input from parents, staff, and community groups when hiring key administrators (e.g., principals, Assistant Superintendents, etc.). She works effectively with collective bargaining units to ensure high quality teaching and learning in our schools.

Three-year contracts were settled with the AEA and AAA.

A new Principal was hired for the Stratton Elementary School, As in past searches, the process involved: (1) Search Committee composed of teachers, parents, and administrators, (2) Separate forums with teachers and parents to understand what qualities they were looking for in a new principal, (3) On sight visits for the finalists to meet with teachers, district administrators, and parents (at all meetings, comment forms were provided to all participants), (4) reference checks, and (5) interview with the Superintendent.

An Interim Principal was hired for the Dallin Elementary School. A search will be conducted for a new principal in early 2013.

Mathematics K-12 Director and METCO Director hired.

Evaluations meetings with Principals to discuss 2011-2012 performance were completed by the start of the 2012-2013 school year. Principals were evaluated in writing with regard to the Administrative Standards (Instructional Leadership, Management and Operations, and Family and Community Engagement), as well as their school's performance with regard to the district goals and their School Improvement Plan.

#### Commendations:

I continue to commend the Superintendent for establishing and maintaining a professional atmosphere with the Central Office and administrative staff.

The superintendent is to be commended for recommending and hiring talented administrative staff; the Assistant Superintendent for Curriculum, principal at Stratton and the interim-principal at Dallin.

The superintendent's support and participation was an important element in the success of the contract negotiation with the teacher and administrators.

#### Recommendations:

I recommend that the Superintendent keep the Committee informed about the search for the new Special Education Director and the High School Principal.

It is important that all staff especially senior administrator evaluations be done in a timely manner. The Superintendent has indicated that she has done them this year in a similar time cycle as her own.

This timeline does not align itself with their contracts and may result in a legal issue at some later date.

According to MAS C only the Superintendent's evaluation time, line may vary from the regular school calendar, when performing the new Evaluations.

Not stated aloud RECOMMEND the superintendent get clarification and do the evaluations in a timely manner.

#### Community & Public Relations

The Superintendent strives to maintain community respect and support for the school system, promotes partnerships among parents, businesses, and other community agencies, and assesses the needs of parents and community members and involves them in decision-making. The Superintendent is an effective spokesperson for the school district, and s/he works effectively and cooperatively with other town leaders and agencies. S/he plans, initiates and carries out activities to inform community of the mission, goals and accomplishments of the system and responds effectively to identified problems of all groups and individuals

Communication to the Arlington community, parents/guardians included:

"Report to the Community 2012". A four-page report was sent by mail to all Arlington households in the spring.

Town Meeting budget book that was distributed to all town meeting members and made available to the community on our district website.

Documents presented to School Committee, such as budget reports, redistricting information, goals, and MCAS results, were made available to the public on the district website. During last year's administrative searches, several candidates commented very positively about both the quality and quantity of information available on our website.

Direct emails to parents/guardians regarding important APS notices and information.

Regular newsletters, which were posted on the district website and the link was sent to parents/guardians. The newsletters were also sent to the Town Manager and Town Meeting members (through SC member).

Parent budget forums at the elementary, middle and high school levels.

Survey questions on Vision 20/20 town-wide survey to elicit feedback about the schools. Relationships between the Town and Schools personnel remained collaborative and congenial.

Attended the monthly Town Manager's Department Head meetings to maintain a positive working relationship with all town departments.

Redistricting Plan submitted to School Committee for approval in June. A committee consisting of a parent representative from each school and administrators met monthly to develop the plan. The process included significant parent/community input in the development of the plan. Parent forums were conducted at each school during March.

All documents and minutes of the meetings were made available to the public on the district website.

Maintained financial support for AYCC as part of a collaborative partnership with AYCC to provide needed student emotional/social support.

PowerSchool parent portals were opened for elementary parents to update demographic information. Students at OMS and AHS were given log-in capability and passwords to the Parent PowerSchool Portal in order to be able to check their own academic progress. Safeguards were implemented to protect demographic information.

Alert Now, an automatic system to inform parents about absences with phone calls and e-mails messages, was implemented in the remaining three elementary schools. During the previous year the system was implemented at the high school, middle school and four of the elementary schools. In 2011-2012, the cost of the service for all schools was fully funded in the budget. The previous year, elementary PTOs funded the service for their respective school. For the High School Principal and Director of Special Education searches, parent/community and staff forums were held to solicit stakeholders views about the qualities they would like to see in a new Director of Special Education and High School Principal. Parents were included on both search committees.

Attended numerous parent/community/school events (i.e. school concerts, art shows, football games, WEEF fundraiser, Touchdown Club dinner, MLK Day celebration, AYCC Gala, Town Day, budget forums, parent community forums)

Participated in numerous town committee meetings (i.e. Town Reorganization Committee, HRC Network Committee, Budget Task Force Committee, Finance Committee, Town Meeting (most of the sessions), Thompson School Building Committee, Permanent Town Building Committee)

The Superintendent's Advisory Committee on Diversity met regularly (approximately every six weeks) to discuss relevant diversity issues in the District and to plan coffees or prospective candidates and school personnel of color. Last year, Arlington hosted once again the Minority Hiring Fair in March, which attracts prospective candidates from the greater Boston area to meet with representatives from a wide-range of districts. We plan to host the event again this year. Today's Student, Tomorrow's Teacher program was started in the high school. The program provides mentoring to students of color during their high school and college years to support them in their goal of becoming a teacher, The Director of Special Education regularly met with SEPAC and attended parent PTO meetings upon invitation to improve communication between the Special Education Department and parents.

#### Commendations:

I commend the Superintendent for the informative newsletters that she has sent out to the community. This has been reflected in the many positive comments made by parents to me.

Once again, I wish to commend and acknowledge the strides made in technology that has enhanced communications with the community.

#### Recommendations:

There still is a need to create specific written protocols for all staff that cover the dissemination of private/information by staff. (This was evident during the past year. (not said aloud)

#### Business and finance operations

The Superintendent effectively plans for all the financial needs of the school system including programs, staff, facilities, equipment and supplies. S/he controls expenditures with a high degree of efficiency, within budget limitations, and obtains maximum return of investment. The Superintendent, either individually or through a member of his or her staff provides clear, concise presentation and explanation of the budget and budget process. S/he informs the School Committee of the budgetary implications of administrative decisions in a timely manner. The Superintendent and her staff keep the School Committee informed of the district's financial status and budgetary implications of administrative decisions in a timely manner. The Superintendent oversees the development and execution of procedures to assure the safe and orderly maintenance of all facilities. S/he communicates with school building committees and effectively manages all school-related capital projects.

Kindergarten registration system improved. One of the improvements was the implementation of school-based direct registration into PowerSchool.

Central registration for all new students was piloted in the summer. As a result of the pilot, the district will be moving to a central registration system this year.

Easy IEP was implemented. Professional development was provided for all users.

Process of updating job descriptions as positions became open continued last year.

Job manuals for each secretarial/assistant position in Central Office were completed.

APS awarded a green energy grant to replace the HVAC system for all central administration offices.

The combination of frugal budget management and energy savings due to a warm winter allowed the district to accelerate the implementation of the Technology Plan.

Town Meeting approved a Special Education Stabilization Fund to insure against unexpected special education expenses. Due to savings in special education out-of-district expenses, \$500,000 was transferred from the FY12 budget to the stabilization fund. The existence of the fund will protect the general education budget from unexpected special education costs in the future.

#### Commendations:

I commend the Superintendent for her work with the Finance Committee that resulted in their support for the All Day Kindergarten program.

#### Recommendations:

I support the Superintendent's desire to develop a comprehensive capital plan for the entire system. We need to be pro-active with the buildings that we have, to ensure their future availability. I look forward to working with her on this project.

## Section II: Major District Goals

### Major District Goal 1:

Ensure all Arlington students are well prepared for academics, social, emotional, and vocational success in the 21 century.

#### Commendations:

The superintendent and staff are to be commended for the continued growth in achievement throughout the academic

areas at all grade level.

At this time I want to acknowledge the Superintendent's leadership in providing supporting data with all the initiatives and assessments that she and her staff provide the Committee. This data creates a strong argument for continuing and improving our programs.

Recommendations:

I continue to be concerned with our math program at the Ottoson Middle School. This was a concern last year and continues. I am hopeful that with a new Director of Mathematics and the additional support you have asked for, we will have positive results.

Major District Goal 2:

Expand systems for increased communication and collaboration across the district.

Commendations:

The Superintendent and staff are to be commended for the implementation and use of technology in communication. The fact that High School parents know exactly where their child stands on a daily basis is a great achievement.

Recommendations:

Recognizing that, for the most part, the Superintendent has done an extraordinary job in communicating issues to the Committee, there have been a few instances where this has not been the case. I would ask her to continue to be diligent in this area.

Major District Goal 3:

Provide the tools, infrastructure and systems to support district initiatives and learning environments.

Commendations:

The Superintendent has done a remarkable job improving the technology with the limited financial resources at her disposal. Taking advantage of grants and involving staff we have achieved a lot.

1. Wireless access
2. 2:1 ratio teacher to projectors
3. Active boards

These allow the teacher to spend more direct time with the student.

We continue to provide tools & training to all the staff.

Section III: Summary Comments Summary Commendations and Recommendations

Summary Comments:

Dr. Bodie is a caring educator who always acts in the best interest of all the children, and staff.

All good administrators need to rely on the expertise of those they hire to provide input prior to making decisions. This is evident in her choices for the Human Services Director, the Assistant Superintendent for Curriculum and the Director of Mathematics. These hires have strengthened our school system. It is my hope that she continues to hire such talented people.

The Superintendent has indicated her commitment to having all staff evaluations done in a positive, timely, and professional manner. The Arlington School System will be required to implement the new evaluation tool during the 2013 - 2014 school year. The regulations require all staff to set personal goals that reflect the education goals of the district. This new tool is a yearlong process and the Superintendent is responsible to do this for all her administrative staff within the time the regulations state. The Superintendent needs to keep the Committee informed if there are any problems such as time or resources that may impact the end product. We, the entire Arlington Education Community, are in a partnership to make this process work. We, the School Committee, need to know if there are issues so that we can help resolve them.

We need to have stability in our Special Education department by having a strong capable director that all stakeholders believe in. The Superintendent has indicated that the process will begin in December. I look forward to working with her during this process.

Dr. Bodie and I don't always see eye to eye on all things. I wish to publicly thank her for her professionalism and warmth in all of our interactions. It has been and will continue to be a pleasure to work with her.

## SUPERINTENDENT EVALUATION TOOL

The evaluation is divided into three sections. The first evaluates the Superintendent on core competency categories that capture a widely held view of the scope of superintendent responsibilities. The second section evaluates the Superintendent on progress made on yearly district goals approved by the School Committee. The third and final section permits School Committee members to provide general and summary comments about the Superintendent's performance. Committee members must provide "commendations" and "recommendations" for each core competency or yearly goal. Committee members are reminded that these evaluations are public documents.

Committee Member: Paul Schlichtman    Date: November 15, 2012

The district goals were voted on October 13, 2011.<sup>1</sup> I joined the committee in May, 2012, to fill the vacancy created by the election of Joe Curro to the Board of Selectmen. I do not have the perspective of participating in the development of the 2011-12 district goals, and I joined the committee in the middle of the evaluation cycle. This limits my ability to comment on the work of the past year. I also embrace the prevailing culture of continuous improvement that is shared by the superintendent and my colleagues on the school committee. For this reason, I focused considerable thought on recommendations, and find it easier to write thoughtful recommendations than evidence-based commendations. This should not be viewed as a focus on deficiencies, as this is not the intent or spirit of my remarks. My recommendations serve as a communications tool that points to my view of the logical next steps in the superintendent's work.

### Section I: Core Competencies

#### 1. Committee-superintendent relations

The Superintendent keeps the School Committee informed on issues, needs and the operation of the school system. S/he offers professional advice to the School Committee on items requiring School Committee action, with appropriate recommendations based on thorough study and analysis. The Superintendent maintains a professional working relationship with the School Committee, and interprets, supports and executes the intent of all School Committee policy and goals and objectives of and provides recommendations as requested.

##### Commendations

The superintendent has been an active participant in the District Governance Support Project, and has worked with the MASC and MASS facilitators to encourage improved communication with the committee and the superintendent. The District Governance Support Project has had a positive impact on the working relationship among the superintendent and the school committee, and has clearly resulted in our ability to conduct more focused meetings pertaining to student achievement.

The superintendent has communicated regularly with the school committee in an appropriate, timely, and professional manner. During the past six months, the superintendent has ensured that I have learned about critical issues facing the district before I have learned about them from other sources.

##### Recommendations

The superintendent should continue to strive to keep the committee informed of issues facing the school system. This includes areas that would reasonably cause concern in the community, as well as issues that impact school department policy or the implementation of the committee's approved budget.

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#### 2. Educational-professional leadership

The Superintendent is active in visualizing and analyzing new ideas, methods, and technologies. S/he demonstrates understanding of state and federal laws and Department of Education regulations. The Superintendent assures that a balanced program of professional development is provided to enhance curriculum, staff performance, and student learning. S/he inspires all staff to achieve the highest possible professional standards, and s/he assesses, designs, recommends and implements curriculum consistent with the mission and priorities of the Arlington Public Schools. The Superintendent understands and keeps informed about all aspects of state and national educational activities which have the potential for affecting the Arlington Public Schools. The Superintendent develops and implements educational and organizational strategies that are effective in meeting the needs of a diverse student body.

##### Commendations

From my perspective, the district leadership views the superintendent with respect for her professional knowledge and leadership. The superintendent engages the leadership team for advice and counsel, and brings forward to the school committee that reflects the input she receives from her staff.

The superintendent has successfully concluded two important searches for leadership positions, hiring a new assistant superintendent and mathematics director.

#### Recommendations

The district's principals and senior leaders form a collegial, supportive team. The superintendent should ensure they have the ability to network with school leaders from outside the district, and work with the school committee to ensure we have a systemic and well-defined plan for leadership development that supports incumbent principals and aspiring leaders in the district.

### 3. General District Management

The Superintendent makes a concerted effort to reach out to all cultural, racial and linguistic groups in the school system. S/he identifies opportunities to improve organization's performance and facilitates constructive change. The Superintendent provides an environment and culture where creativity, exchange of ideas, responsible risk taking and experimentation are shared, valued and practiced, and s/he maintains high standards of ethics, honesty and integrity.

#### Commendations

The superintendent demonstrates a sensitivity and understanding for all members of the Arlington school community. She has personally worked to make the schools a welcoming environment for all students. She has taken an active role in supporting our sister city program with Nagaokakyo, Japan. She has participated in a program where she examined educational practices in China. She has proven to be open and accessible, and demonstrates a genuine community for staff, students, and their families. She sets a positive example of how an educator works and interacts in a diverse community.

#### Recommendations

The Arlington Public Schools (as of October 1, 2011) enrolled 4,858 students. We have a diverse student population; 12.5% of our students spoke a first language other than English, and 5.3% of our students are classified as Limited English Proficient. The superintendent has thoughtfully and sensitively addressed the needs of diverse families as they are presented to the system. However, members of families where English is not the first language often don't understand the way things work in our New England town. We should take the next step and be more proactive and systemic in supporting these families. We should explore multi-lingual parent guides to the Arlington Public Schools, and develop a support structure for families from abroad,

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### 4. Personnel Management

The Superintendent develops and oversees the execution of sound personnel procedures and practices, and applies procedures and techniques as required by contract and law in the supervision of staff. S/he clearly defines roles and responsibilities of Central Office employees and other administrators. The Superintendent sets high, consistent expectations and standards for effective staff performance and holds every employee accountable for meeting them. S/he obtains input from parents, staff, and community groups when hiring key administrators (e.g., principals, Assistant Superintendents, etc.). She works effectively with collective bargaining units to ensure high quality teaching and learning in our schools.

#### Commendations

The superintendent is actively engaged in the recruitment and hiring of qualified educators for Arlington. She demonstrates a commitment to setting high standards for hiring our professional staff.

#### Recommendations

Leadership counts. The district's failure to successfully complete a search for a permanent high school principal and a permanent SPED director are a concern. I fully recognize these are difficult positions to fill, and the superintendent should consult with the school committee if we can make these positions more attractive to highly qualified applicants. The superintendent should collaborate with the school committee to develop strategies to develop future leaders within the district.

### 5. Community & Public Relations

The Superintendent strives to maintain community respect and support for the school system, promotes partnerships among parents, businesses, and other community agencies, and assesses the needs of parents and community members and involves them in decision-making. The Superintendent is an effective spokesperson for the school

district, and s/he works effectively and cooperatively with other town leaders and agencies. S/he plans, initiates and carries out activities to inform community of the mission, goals and accomplishments of the system and responds effectively to identified problems of all groups and individuals

#### Commendations

The superintendent has been an effective spokesperson for the schools, and has gained the respect of Town Meeting and members of the community. Her presentations to the community are thoughtful and well-organized. This year's budget presentation to Town Meeting was well-received.

#### Recommendations

The superintendent should consider steps that can be taken to refresh the district's website, which appears to be no different than the one that was in place when I left the committee in 2007. Arlington is a technologically-literate community, and we should be looking for ways to use our technology to better serve the community and to disseminate information to the school committee.

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### 6. Business and finance operations

The Superintendent effectively plans for all the financial needs of the school system including programs, staff, facilities, equipment and supplies. S/he controls expenditures with a high degree of efficiency, within budget limitations, and obtains maximum return of investment. The Superintendent, either individually or through a member of his or her staff provides clear, concise presentation and explanation of the budget and budget process. S/he informs the School Committee of the budgetary implications of administrative decisions in a timely manner. The Superintendent and her staff keep the School Committee informed of the district's financial status and budgetary implications of administrative decisions in a timely manner. The Superintendent oversees the development and execution of procedures to assure the safe and orderly maintenance of all facilities. S/he communicates with school building committees and effectively manages all school-related capital projects.

#### Commendations

In light of a prior year's budget deficit, the superintendent, her staff, and the school committee have made significant changes pertaining to the fiscal operations of the district. The superintendent has worked with the school committee to develop an open, transparent, and extensive budget process. The superintendent and the committee will begin to craft a budget in December, four months prior to the opening of Town Meeting. The superintendent is to be commended for her dedication to this process, and for the clarity of budget documents that have been presented to Town Meeting. The superintendent has spent considerable time, and has demonstrated considerable skill, in looking at the facility needs of the district. She has demonstrated a good working relationship with the people responsible for building the Thompson school, and has communicated details of the project to the school committee.

#### Recommendations

Public perception is a lagging indicator. While the district has taken substantive steps to improve its fiscal operations, and has embarked on a conservative path that follows the MASBO recommendations, the superintendent and the school committee must continue to demonstrate this commitment to the community. We must continue to work together to visibly demonstrate that we are prudent, thoughtful, and careful trustees of public resources. Our facility needs go beyond the Thompson School. The superintendent is talking about next steps for the district. During the next year, the superintendent should regularly communicate to the committee and the community about our future needs. This conversation should include enrollment projections, and specific items that need to be addressed to bring our facilities up to contemporary standards.

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### Section II: Major District Goals

Major District Goal 1: Ensure all Arlington students are well prepared for academics, social, emotional, and vocational success in the 21st century.

#### Commendations

The alignment of the district curriculum to the Common Core standards is a significant task. The district has taken a thoughtful and strategic approach to this work, with teachers playing a key role in the process during the summer. The superintendent hired a new mathematics director, who made an excellent presentation to the school committee and the community. His hiring caught the attention of the local media, as he presented an enthusiastic and thoughtful plan for improving mathematics instruction in the district.

#### Recommendations

Efforts to align instruction to the Common Core should be centered on the middle grades. In addition to looking at new instructional materials for middle school mathematics, alignment efforts should also focus on changes that can be implemented this year to improve growth scores in grades 6 & 7.

Major District Goal 2: Expand systems for increased communication and collaboration across the district.

#### Commendations

The district is using multiple modes to reach Arlington families, including newsletters, email lists, and telephone alerts. The administration has been reflective in this practice, looking for ways to refine its use of these tools, including an awareness of the need to enhance two-way communications.

#### Recommendations

The district should ensure that appropriate lines of communication are maintained for METCO parents and for parents whose native language is not English.

Major District Goal 3: Provide the tools, infrastructure and systems to support district initiatives and learning environments.

#### Commendations

The completion of a redistricting plan is a major achievement, one that has eluded the school committee for more than a decade. The superintendent was aware of efforts in other communities, and provided data and advice that enabled the redistricting task force and the school committee to craft the best possible solution to the problem of imbalance in elementary enrollments.

#### Recommendations

We are in a time of rapidly changing technology that will prompt major changes in teaching and learning. The superintendent, and our staff, need to stay on the forefront of this change and regularly reexamine our technology plan.

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### Section III: Summary Comments

#### 1. Summary Commendations and Recommendations

Please provide additional commendations and recommendations and summary comments below:

#### Commendations

The school committee and the superintendent have collaborated to develop overarching goals for the Arlington Public Schools. The first goal commits the superintendent and our staff to offering our students a rigorous, comprehensive, standards-based and data-driven K-12 system of curriculum, instruction, and assessment. The superintendent shares the school committee's commitment to high-achievement and high-growth for our students. I specifically note the superintendent's embrace of challenging goals for student growth at all grades and attaining state achievement (SGP-PPI) targets for high-needs students.

The superintendent led us through the redistricting process, helping the committee to develop and adopt a plan that will result in equitable class sizes and the efficient use of district resources.

#### Recommendations

The new DESE school and district accountability structure highlights areas of excellence, and points to areas where the district needs to examine its practice. The superintendent should continue to celebrate our successes while focusing attention and resources to make strategic improvements. The superintendent should continue her work to improve middle school growth scores, and to improve student achievement levels for high-needs students. To summarize the recommendations that I view as the highest priority for the school system, I would:



- Focus on grades where the median SGP is below 50, for the purpose of meeting the state PPI target of 51.
- Focus on improving student achievement among students in the High Needs subgroup, so they meet the state PPI targets for CPI.
- Focus on filling leadership positions with permanent hires.
- Focus on communication with parents from diverse families (those who have linguistic and cultural differences).
- Focus on the unmet facility needs of the district.

#### Summary Comments

Superintendent Bodie continues to grow in her role as superintendent. In reviewing past evaluations, I note a pattern of addressing the recommendations of the school committee and a dedication toward continuous improvement for herself and the district. The superintendent has worked diligently to improve our financial standing, and to strengthen the district's administrative team. The superintendent's low-key approach to redistricting has served us well, as we completed what could have been a contentious and difficult process. The superintendent has developed valuable expertise pertaining to the rebuilding of the Thompson School, and is poised to apply this expertise to addressing our future facilities needs.

November 15, 2012

Approved by the Arlington School Committee June 28, 2011

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The superintendent's professional growth has been a hallmark of her career in Arlington. She was unexpectedly thrust into the role, and gained her footing as a superintendent during challenging times. Having left the school committee in 2007, and returned last May, I note I returned to a calm, thoughtful approach of the district's governance, with the focus on student achievement. The superintendent and school committee have weathered many storms in the past, and have joined together to chart a course that is conducive for excellence in teaching and learning.